

**Boulder City Council
STUDY SESSION
Televised**

**Tuesday
October 27, 2015**

**5:30-6 PM
Boulder's Energy Future**

**6-7:30 PM
Human Services Strategy Update
Public Engagement Process, Funding
and County Partnership**

**7:30-9 PM
Homelessness
Update on Public Engagement Process, Initiatives and 2015-
2016 Sheltering Season**

**Council Chambers
Municipal Building
1777 Broadway**

Submit Comments to City Council
Email: council@bouldercolorado.gov
or
Attention: Alisa Lewis, City Clerk
PO Box 791, Boulder, CO 80306
Fax: 303-441-4478

MEMORANDUM

TO: Members of City Council

FROM: Jane S. Brautigam, City Manager
Karen Rahn, Human Services Director
Todd Jorgensen, Strategic Planning Manager
Wendy Schwartz, Program Development Manager

DATE: Oct. 27, 2015

SUBJECT: Human Services Strategy Update: Public Engagement Process, Funding and County Partnership

I. EXECUTIVE SUMMARY

The purpose of this study session is to provide an update on the Human Services Strategy (HS Strategy) development, focused on the public engagement process, Boulder County partnerships and community funding. Previous council memos related to the HS Strategy can be found here: [Human Services Strategy](#).

The HS Strategy provides an update to the [2006-2015 Housing and Human Services Master Plan](#). The process includes three phases (**Attachment A: Human Services Strategy Timeline**). Phase I included research and data analysis on human services planning models and themes, best practices and community trends. Phase II includes public engagement and the development of a draft strategy document and Phase III is revisions, development of the final plan and council adoption. [Seven issue areas](#) and three key principles emerged from Phase I and City Council feedback. The issue areas identify the highest priority program areas or populations. The key principles identify core values for community funding, services and programs:

- Moving more resources “upstream” to mitigate more costly crisis services;
- Greater focus on integration and coordination of services; and
- Data driven outcomes.

Public engagement is currently underway, with efforts expanding during the fourth quarter of 2015. BBC Research and Consulting (BBC) have been engaged to assist in launching a robust public process for both the HS and Homelessness Strategies, including a community survey, public meetings and focus groups and numerous online and web-based opportunities.

The city and Boulder County have been convening partnership meetings to evaluate roles, assess and integrate services where feasible, and align funding and metrics to meet common community goals for supporting vulnerable residents and enhancing quality of life. The city and county are evaluating services in four areas:

- Early Childhood Programs;
- Family Support Services;
- Data and Metrics; and
- Aging Services.

Potential changes based on the community engagement process could include more focused and specific funding areas to meet key city priorities. These options could include a combination of more narrow and focused priority areas along with identified percentages of available funding.

II. QUESTIONS FOR COUNCIL

1. Does council have feedback on the community engagement strategy?
2. Does council have feedback on partnerships with Boulder County?
3. Does council have feedback regarding the community funding approach?

III. BACKGROUND

History

Throughout its 40-year history, the work of the Human Services Department has been guided by the value that human services are a core function of local government that maintains a social safety net and enhances the overall quality of life and community livability for all residents. Boulder residents have long affirmed their support of human services through support of sales tax initiatives. In 1992 Boulder voters approved a .15 percent sales tax, 40 percent of which was earmarked for human services and 8 percent for youth. Voters approved renewal of the .15 percent sales tax in 2009 for general municipal services, without restriction or sunset.

In 2010, the county voters also passed ballot initiative 1A, the Temporary Human Services Safety Net (TSN), now called the Human Services Safety Net (HSSN), to help fill the gaps in safety net services created by the downturn in the economy. This tax generates about \$5 million per year. Originally scheduled to expire in 2015, voters in 2014 approved an extension through 2030. HSSN funds are administered by Boulder County Department of Housing and Human Services (BCDHHS), in addition to other funds and state and federal public assistance programs. More information on the HSSN can be found on p. 11.

Since the current ten year Master Plan was adopted in 2005, the city and community have experienced a number of significant changes affecting human services:

- The national and local economies suffered the worst recession since the Great Depression;
- Federal and state governments, faced with diminishing revenues and shifting priorities, devolved some human services responsibilities to local and community providers;
- There has been a growing gap between incomes and cost of living with growing numbers of families falling below self-sufficiency; and
- The 2010 Four Mile Fire and the 2013 Flood elevated awareness of the community's vulnerability and ability of residents to respond and recover from natural disasters and crisis.

The city continues to proactively assert its commitment to Boulder's social health and the community in ways that are responsive to emerging needs and community conditions and that reflect the community's values. The city is committed to its role in the community of supporting the social safety net as part of a continuum that includes both emergency support to help individuals and families in crisis and prevention to help people on a path toward long-term stability, health and well-being. How we strive to be a more robust, welcoming and

inclusive community and bring creative partnerships and programs to a broader range of community members to be a healthy and socially thriving community, is what the Human Services Strategy will identify.

Strategy Purpose

The 2016-2021 HS Strategy creates a guiding framework to direct city human services investments in both community funding and services. The city has taken a strong role as a leader/partner in local and regional planning, funding and service delivery, with a role historically focused on ensuring a vital safety net. Growing demands on local governments with limited resources are requiring cities, counties, philanthropy, and nonprofits to leverage partnerships and resources and re-evaluate roles in order to provide for the well-being and quality of life for all residents.

Two key questions for the HS Strategy update:

1. What are the city's most strategic human services priorities with the greatest impacts in the community; and
2. How should those investments be made?

The purpose of the HS Strategy update is to:

- Identify the city's strategic human services goals and priorities that will guide work plans and investments over the next five years;
- Clarify the city's role in providing and supporting human services;
- Identify new or expanded strategic partnerships to leverage resources and services to the community; and
- Align city investments with those priorities and partnerships through the appropriate city roles – as direct services provider, funder and leader/partner in community planning.

Previous City Council Direction

Council has provided feedback on the HS Strategy in previous study sessions. The following is a summary of previous council feedback:

- Provide a stronger focus on prevention and upstream investments;
- Strategize methods for more impact in community funding;
- Consider prioritizing funding to more targeted higher priority programs which provide high leverage opportunities;
- Clarify city and county roles in human services delivery and funding;
- Analyze demographics, including wealth versus income and tax revenue impacts;
- Emphasize healthy living and well-being for seniors;
- Consider local food and food security as priority areas; and
- Develop a robust public engagement plan for development of the Strategy.

This council feedback has been considered in the direction of the Strategy and updates on current efforts are reported on later in this memo.

Strategy Elements

The HS Strategy development includes the following elements:

1. Mission, roles, and functions of human services in the city through the three roles of direct service provider, funder and leader/partner in community planning;
2. Vision and goals;
3. Human services frameworks, planning models and themes guiding city investments;
4. Data analysis/trends and best practices;
5. Partnerships and roles, including potential new partnerships;
6. Community engagement;
7. Financial and capital needs to fulfill vision;
8. Implementation plan and service delivery models;
9. Organizational structure; and
10. Metrics and evaluation, including community indicators and targeted, meaningful metrics.

Timeline

Human Services has completed Phase I research and data analysis, although research and analysis remain ongoing, as needed. Phase II public engagement is underway and will be complete by Dec. 31, 2015. Phase III will include completing a draft Strategy document with adoption of the final plan anticipated in second quarter 2016 (**Attachment A: Human Services Strategy Timeline**).

IV. ISSUES

Community Engagement

A variety of methods and tools to effectively engage with residents and the community on needs and priorities (**Attachment B: Community Engagement Timeline**) include:

- A statistically valid community survey that is representative of Boulder residents. In addition, existing and currently available data such as recent other city and county survey data will supplement the survey results. The survey will be completed in December 2015.
- In-person engagement including community meetings and focus groups and community partner and stakeholder meetings. Focus groups and interviews will be utilized for feedback on issues, needs and priorities for under-represented residents including Spanish-speaking and immigrant communities, low-income households, people with disabilities, older adults and others.
- Digital – the bouldercolorado.gov/human-services site includes:
 - Meeting information
 - Sign-up for a dedicated information listserv
 - Channel 8 videos
 - InspireBoulder/Mindmixer
 - Online survey and other opportunities to solicit interactive feedback
 - Links to social media

Human Services has contracted with BBC to conduct the community survey and to design and facilitate some of the public meetings for input on the HS and the Homelessness Strategies. BBC has recently worked with the City and County of Denver on its strategic homelessness plan and community engagement with the City of Boulder on the Housing Choice Survey.

BBC's scope of work includes:

- Community survey – representative telephone survey supplemented by online and hardcopy surveys distributed throughout the community;
- Public meetings – two community meetings will be held, “bookending” one at the beginning of the community engagement process and one near the end, and will be open to all residents who would like to participate;
- Focus groups and stakeholder meetings – ten meetings with under-represented populations and stakeholders including:
 - Low-income, homeless families and Boulder Housing Partners residents;
 - Early childhood and K-12 education partners, including Boulder Valley School District (BVSD);
 - Nonprofit community;
 - Older adults;
 - Business community, including Downtown Boulder, Inc. and the Boulder Chamber of Commerce;
 - Community groups; and
 - Homeless adults and youth.
- City-coordinated focus groups and stakeholder meetings – Staff will coordinate additional meetings with under-represented populations and key partners including:
 - Funding partners and stakeholders, including Community Foundation, Boulder County and Foothills United Way;
 - Service partners including Boulder County Departments (Community Services, Housing and Human Services, Public Health, Area Agency on Aging) and Mental Health Partners;
 - Higher education partners, including University of Colorado and Naropa;
 - Spanish-speaking community;
 - Hmong community;
 - Immigrant community;
 - Older adults;
 - Faith community;
 - Boulder Homeless Planning Group; and
 - Other city departments, including Police, Municipal Court, Parks and Recreation, Library, Housing, Transportation, DUHMPS, and Fire.

In addition to the consultant and staff outreach efforts, early feedback has been solicited from several boards, commissions and advisory committees, including:

- Senior Community Advisory Committee – Aug. 6, Sept. 9
- Human Services Alliance – Sept. 3
- Family Resource Schools Advisory Committee– Sept. 14
- Youth Opportunities Advisory Board – Oct. 2
- Human Rights Commission – Nov. 16

Feedback from the following Boards and Commissions will be scheduled:

- Library Commission
- Parks and Recreation Advisory Board
- Planning Board
- OSMP Advisory Board

- Human Relations Commission

Key early feedback received to date to include in consideration of priorities includes:

- Needs of homeless families;
- Needs of undocumented residents, including housing and health care;
- Dental health;
- Children’s nutrition;
- Aging in community, including accessibility of neighborhood services;
- Assisting older adults to navigate community resources;
- Defining funding criteria and data-driven outcomes;
- Fostering collaboration in a competitive funding environment; and
- Mental health services for children and youth.

Boulder County Partnerships

Based on feedback from council asking for clarity of the roles of the city and county in providing human services, the direction of human services best practice and what works, greater coordination and integration of services and leveraging of resources, staff from the city and Boulder County have been assessing and evaluating four areas of common work to see where opportunities are for expanded partnership and service integration. They are:

- Early Childhood Programs;
- Family Support Services;
- Data and Metrics; and
- Aging Services.

In addition to these areas, the city and county work closely on addressing homelessness, flood recovery and in partnership with Boulder County Farmers Market on the Harvest Bucks Program.

Early Childhood Programs – For over thirty years the city has provided direct services in early childhood programs, largely the result of community gaps and needs identified in the area of child care and it being critical for working families to maintain stability. Beginning in the early ‘70s, the city and community identified a growing need for available, quality child care as the result of large numbers of women continuing to move into the workforce post World War II. Beginning in the early ‘90s, there was a growing body of research indicating the critical timeframe of birth – five for healthy brain development in children, along with research indicating that, in many parts of the country including Colorado, a significant amount of child care was of poor quality and unaffordable to many. Another key event was the sweeping changes to the federal Temporary Assistance to Needy Families (TANF) program in 1997. Known as welfare reform, restrictions were placed on the number of years assistance was provided to a family, launching a new wave of children from low-income families in child care. These changes initiated a broad, coordinated local community effort to address the issues of quality, cost, quality and availability of child care, known as the Early Care and Education Task Force. The Task Force later became the Early Care and Education Council, a nonprofit whose mission is to address quality improvement, accessibility and systems development and coordination across Boulder County.

To address local needs, in 1998 the city launched the Child Care Subsidy Program to provide additional child care subsidies for City of Boulder families eligible for the federal child care

assistance program, the Colorado Child Care Assistance Program (CCCAP). CCCAP provide subsidies to child care providers for eligible, low-income families. The city's additional subsidy was provided to close the gap between the rate at which the program reimburses child care providers and the rate providers actually charge. Because of this gap, some providers would not take CCCAP families. Under the city's gap subsidy program, low-income families have additional options for care, particularly limited care such as infant/toddler. The program also provides subsidies for low-income families not eligible for the CCCAP program because of their residency status.

In addition to the Child Care Subsidy Program, the city has coordinated the county-wide Resource and Referral Program for families since the '90s. This is a national program providing resources and referrals for child care for families. Availability of quality care for working families is a critical issue and a basic need in a family's ability to maintain stability. The Resource and Referral Program has been had funded by diverse sources over the years, including state, county, foundation, private donors and city sources.

BCDHHS administers CCCAP and has funded the Resource and Referral Program at varying levels over the years. The county also provides comprehensive family case management for a variety of family services and state and federal programs, with a strong focus on family stability and early intervention. Based on recent Resource and Referral Program data, 72 percent of clients are also eligible for CCCAP subsidies, making the two programs highly compatible for integration. Aligning the county-wide Resource and Referral Program with the comprehensive county family case management services meets several city human services goals:

- Better integrates city and county direct services to families;
- Advances the "one-stop shop" model for effective service delivery, reducing access barriers for families; and
- Maximizes coordination of government child care related services.

The city and county are currently developing a transition plan and negotiating funding for the program. The program will transfer to Boulder County Housing and Human Services by Jan. 1, 2016. Additional information on the Child Care Resource and Referral Program and Child Care Subsidy Program can be found [here](#).

The Child Care Subsidy Program will continue to be administered by the city, as this is not a county-wide program and will be integrated into the city's Family Resource Schools Program and Family Resource Center.

Family Support Services

Since the early '90s, the city has provided family and child support services through the Family Resource Schools (FRS) Program in partnership with Boulder Valley School District (BVSD). The goal of the program is to provide support and access to services which help reduce primarily non-academic barriers to a child's success early in their school career. Research has indicated for a long time that social conditions, physical and emotional health and family dynamics and engagement affect a child's ability to learn and readiness for school and academic achievement, which has lifetime impacts. Reaching families where they live and where their children go to school provides high leverage opportunities to support

families. Comprehensive, wrap around support services continues to be an identified best practice for stabilizing families and good long-term outcomes.

Family Resource Schools is open to the families served by the elementary schools; Creekside, Whittier, University Hill, Columbine, and Crest View. The program is in five Boulder elementary schools which have a high percentage of free and reduced lunch program and English as Second Language (ESL) families:

Family Resource Center

The Family Resource Center (FRC), located at Manhattan Middle School, is funded by Boulder County and is one of three Family Resource Center sites in the county. The city and county have partnered on this program since 2012. The FRC provides similar services to Family Resource Schools, however, is open to all residents in the City of Boulder with a child up to 19 years of age or families with a child enrolled in a Boulder Valley School District (BVSD) school within the city limits. The FRC partners with the family to help them become stronger in key areas that affect family stability.

The essential framework of both FRS and the FRC is to:

- Promote family self-sufficiency;
- Remove barriers to successful education;
- Build on family strengths; and
- Enhance academic success and opportunities at the school.

Services available through FRS and the FRC include:

- Case management and follow-up services;
- Counseling: individual and group;
- Links with service providers;
- Prevention/Intervention;
- Parent development classes;
- Neighborhood outreach; and
- Coordination of special events.

Other services vary among the FRS Schools and the FRC and can include:

- Dental, medical and optical care;
- Before and after-school child care;
- After-school enrichment classes;
- Academic tutoring; and
- Transportation assistance.

City and county staff are currently exploring how these two programs can be better integrated consistent with both organizations goals of service integration, leveraging resources, providing seamless service to families and maximizing long-term outcomes and well-being of families. Recommendations are anticipated in mid-2016.

Prevention and Intervention Board and IMPACT Boards

Consistent with the goals of minimizing duplication and redundancy of management and oversight of government programs and services and alignment of services along a continuum from prevention to intervention, the city and county are moving to integrate the Prevention and Intervention and IMPACT Boards.

The Boulder County Prevention and Intervention Program (BCPIP) is a multi-agency collaboration that provides prevention assessment, intervention, treatment and referral services and promotes pro-social growth for youth in many BVSD middle and high schools. The partnership was formed in 1986 to address the need for proactive intervention for at-risk students and address risks identified in the Youth Risk Behavior Survey. In the City of Boulder, the program is available at Fairview, Boulder and New Vista high schools, the Arapahoe Campus, Manhattan, Centennial, Southern Hills and Casey middle schools.

The partnership includes, City of Boulder Human Services, Boulder County Public Health and Housing and Human Services, Mental Health Partners and BVSD. The executive directors of the respective agencies serve on the BCPIP Board of Directors, which is an informal board providing policy and leadership oversight for the partnership. A joint staff operations team oversees the management of the program, with Mental Health Partners the administrative agency.

Boulder County IMPACT (Integrated Managed Partnership for Adolescent and Child Community Treatment) was formed in 1997, as one of three sites in Colorado chosen to pilot managed care concepts as they apply to the service, treatment and corrective needs of youth and families. IMPACT's mission is to create positive, lasting outcomes to at-risk children, youth and families in Boulder County by combining resources and strengths of public and non-profit agencies in a seamless, collaborative partnership. The goals of the collaboration are to:

- Reduce detention stays for Boulder County youth
- Reduce commitments to the Colorado Division of Youth Corrections
- Reduce Mental Health hospitalizations
- Reduce out-of-home placements

Key strategies to accomplish these goals are:

- Strong agency collaboration;
- Pioneer exceptional outcomes through an integrated approach;
- Operate sustainably by coordinating services and funding across agencies;
- Utilize data-driven decision-making that uses research to drive practice;
- Using the least restrictive, most appropriate setting;
- Redirect blended resources from institutional settings to community and family based settings;
- Meet child and family needs through flexible, individualized services; and
- Promoting cultural sensitive and competent service delivery.

IMPACT is a collaboration between: Boulder County Community Services, Housing and Human Services, Public Health, 20th Judicial District Probation, District Attorney, the Public Defender's office, Mental Health Partners, Safehouse Progressive Alliance for Nonviolence (SPAN), BVSD and St. Vrain Valley School District (SVVSD). The IMPACT Board includes executive directors of these agencies.

With these two boards overseeing programming along the continuum of prevention and intervention, the joining of these two boards will further the goals of integrated planning and service delivery, reduction of redundancies, and leveraging of resources and efforts. Adding

a City of Boulder seat, will allow for integration and advancing mutual goals. Currently, the IMPACT Board is becoming familiar with community programs on the prevention and early intervention end of the continuum with further future discussion on how the work of the two programs will be fully integrated. Additional information on the IMPACT partnership can be found at www.BoulderCountyImpact.org.

Data and Metrics

The city and county continue to collaborate on developing data collection and reporting systems for services that reflect mutual goals. One example already implemented is the regional grant management system (GMS) that the cities of Longmont and Boulder, Boulder County and United Way use for grant making and reporting. Another area being explored for data collection and analysis collaboration is the county's data platform, developed by Housing and Human Services, as a repository of information from various systems that can be integrated, analyzed and generate reports. The county has been working for several years to develop this platform to manage large amounts of information on services they and funded agencies provide. Leveraging the work of the county would meet several city goals, integrate county-wide human services data to better understand progress in key social welfare areas and leverage limited resources.

Aging Services

The next area of partnership assessment is Aging Services. Boulder Senior Services and the County's Area Agency on Aging share common goals in supporting older adults and will evaluate roles and expanded opportunities for partnerships.

Boulder County Family Support

As the city and county have been exploring how and where to integrate partnerships and programs, background on Boulder County Housing and Human Services strategic direction and recent outcomes is provided below.

Co-Creating Solutions: Community of Hope

BCDHHS works to create solutions for complex family and community challenges by effectively and efficiently integrating health, housing and human services to strengthen the broad range of social determinants of health, in turn generating a more self-sufficient, sustainable and resilient community.

BCDHHS takes a holistic view of collaborations with governmental and nonprofit partners, investing in partnerships that help ensure all safety nets are working together in an integrated way to deliver prevention-focused services to families and individuals. BCDHHS focuses its work across seven pillars of family stability:

- Housing Stability
- Employment and Income Stability
- Food and Nutrition
- Environmental Health
- Health and Well-Being
- Safety
- Education and Skill Building

In order to ensure success in collaborations across these domains, BCDHHS is creating with partners a guiding framework known as [Community of Hope](#). The Community of Hope

framework will help target investments based on shared common indicators and desired outcomes across all the pillars of family stability.

BCDHHS' partnership with the City of Boulder is rooted in the knowledge that by working together to identify opportunities and target funding toward more upstream prevention-focused supports, we can create solutions for Boulder residents that promote sustained health, well-being and resiliency.

Boulder County Services to Residents

Between July 2014 and June 2015, in partnership with the City of Boulder and Boulder-area nonprofit organizations, BCDHHS oversaw over 23,000 supports to Boulder area residents. This included the following major assistance areas:

- Health coverage - (Medicaid and Child Health Plan Plus) for 14,951 residents; total investments in the community related to these services were over \$60 million during this time;
- Food Assistance - (SNAP) for 7,625 residents; total investments in the community related to these services were \$8.7 million;
- Financial Assistance - (TANF) for 441 residents; total investments were \$1.7 million;
- Housing Supports - (Housing Choice vouchers, Veterans Affairs Supportive Housing vouchers, Tenant-Based Rental Assistance, Housing Stabilization Program, and intensive case management) for 339 residents; total investments were \$1.2 million; and
- Child Care Assistance - (CCAP) for 179 residents; total investments were \$604 thousand during this time.

Success of Upstream Investments

These supports focus upstream investments in key stabilizing areas for residents to help reduce the need for much more costly crisis services down the line. Health coverage enrollment efforts (through both Medicaid and the state's health insurance exchange) have helped reduce Boulder County's uninsured rate from 11.8 percent to 5.2 percent in just two years. The number of Medicaid claims in the county has correspondingly increased 71 percent during this same time. Medicaid provides free preventive health coverage, meaning thousands of residents are likely receiving care that will help create better health outcomes than they would have had otherwise. While the financial impacts of this have not yet been directly measured, we do know that the numbers of "charity" or "indigent" care visits to hospitals and clinics in Boulder County have fallen dramatically.

The Human Services Safety Net (HSSN) Initiative: Moving People Toward Self-Sufficiency

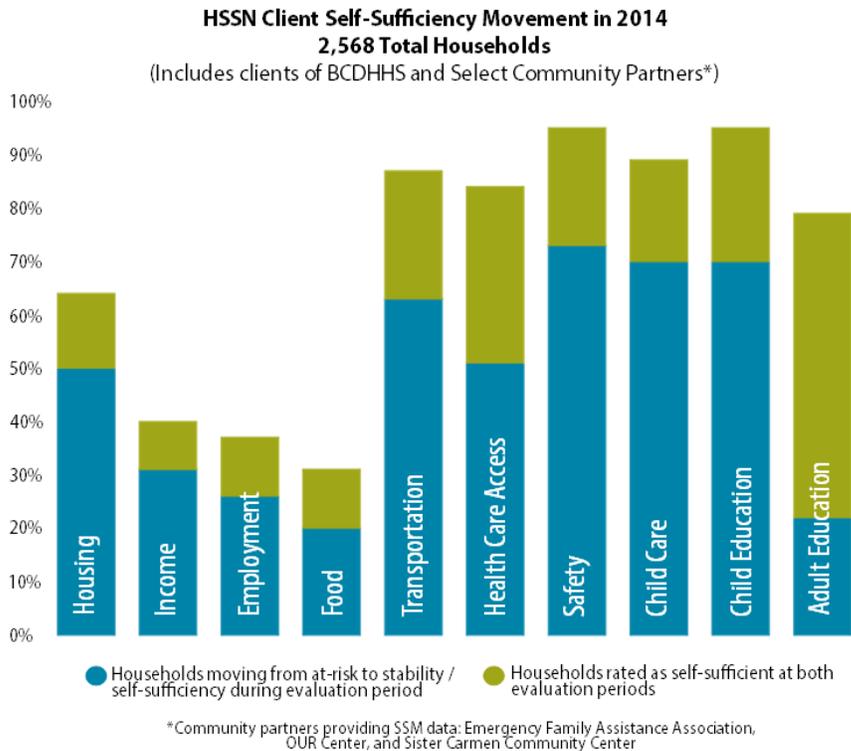
In response to the economic downturn coupled with skyrocketing need for assistance and federal and state budget reductions, Boulder County, working with nonprofit and human services agency leaders, proposed a mill levy tax increase to keep safety net services stable. The 0.9 mill levy property tax increase (Initiative 1A) was passed by the voters in 2010 and generates funds to backfill cuts and bolster services in housing, food and cash assistance, and child care and medical coverage.

The HSSN tax increase was scheduled to expire at the end of 2015, and Boulder County Commissioners placed a proposed 15-year extension of the HSSN on the November 2014 ballot. Voters approved the extension with more than 64 percent support, continuing HSSN

funding through the year 2030. Passage affirmed the county’s approach to filling gaps in funding for and availability of health, housing, and human services programs and utilization of an early intervention and prevention approach to services delivery. The initiative has also been a success in terms of promoting cooperation and coordination between government and community-based organization partners, creating additional efficiencies around services delivery and investment targeting.

BCDHHS has invested more than \$25 million through the HSSN in stabilizing families and individuals and moving them toward self-sufficiency. HSSN funds have been used to leverage and increase in-kind services, strengthen community collaborations and provide needed case management. This has been done with an emphasis on early intervention and prevention services, which help families and individuals avoid crisis and severe illness, in turn reducing the community’s cost of providing services.

Chart 1. HSSN Client Self-Sufficiency Movement in 2014



Health Care Coverage and Medicaid expansion success

Beginning in 2008, BCDHHS began to focus on reaching those who are eligible, but not enrolled, in health coverage.

- In partnership with the Colorado Health Foundation, BCDHHS created the Boulder County Healthy Kids Initiative with the goal of providing hands-on support and accurate determinations of benefits for families as they applied for Medicaid and Child Health Plan Plus.
- BCDHHS helped create and invested in the statewide Colorado Program Eligibility and Application Kit (PEAK) to provide clients and community partners with an easily accessible online tool to apply for key supports.

Currently, almost 60,000 Boulder County residents are covered by Medicaid or CHP+, an astonishing 216 percent increase since 2009.

Chart 2. Boulder County Enrollment in Medicaid and Children’s Health Plan Plus (CHP+)

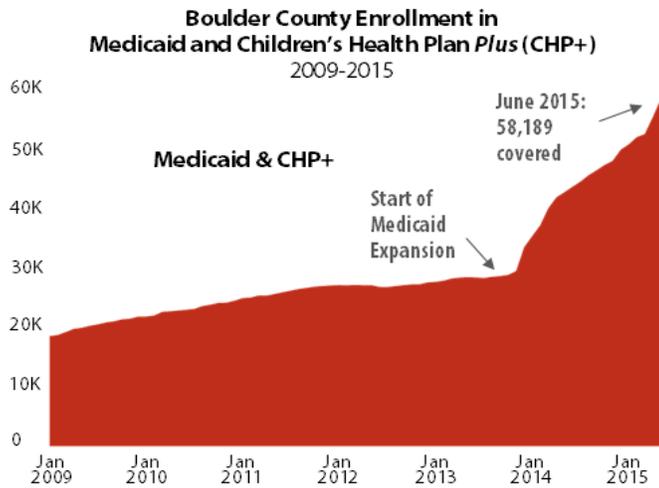
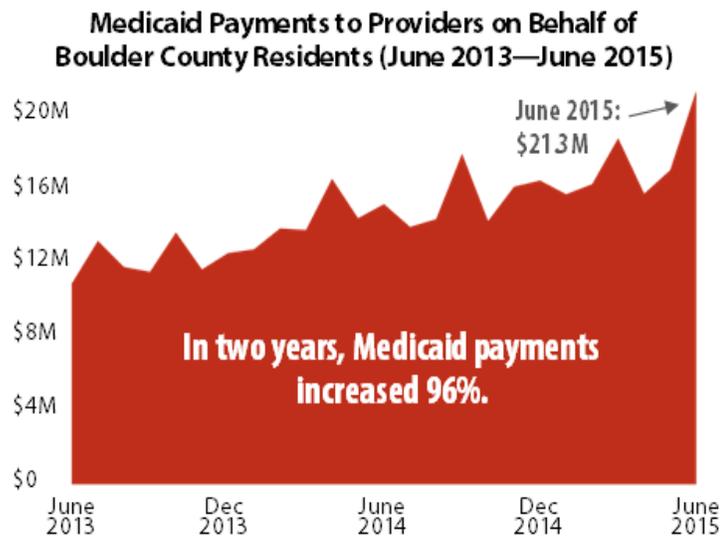


Chart 3. Medicaid Payments to Providers on Behalf of Boulder County Residents

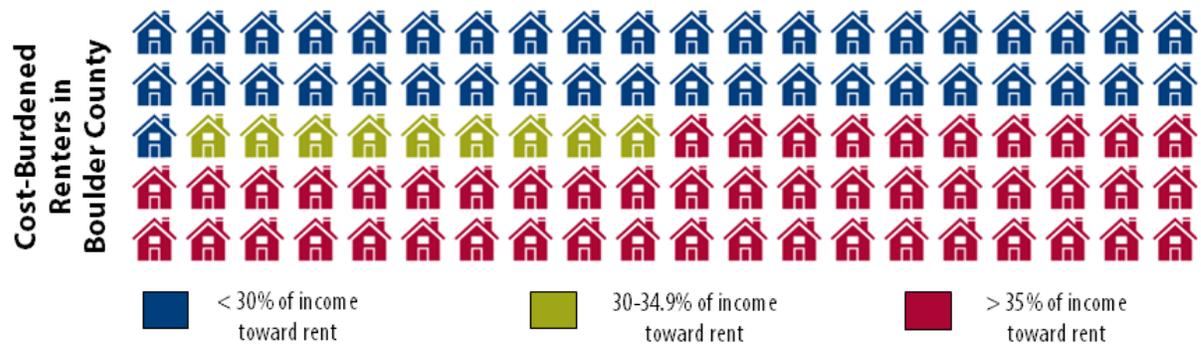


That increase has led to a rise in total Medicaid claims on behalf of Boulder County clients—from June 2013 to June 2015, claims increased 71 percent. For the 2015 calendar year, payments to providers are expected to exceed the 2013 total by \$65 million. Much of the enrollment success is the result of intensive outreach efforts leading up to and during the first two Open Enrollment periods and coordination with community partners.

Housing

Rapidly rising housing costs combined with slower growth in household income means that many more residents are becoming “housing-cost-burdened”—30 percent or more of household income is going toward rent. Currently, 58.8 percent of Boulder County renters are housing-cost-burdened and in 2000, that figure was 41 percent.

Chart 4. Cost-Burdened Renters in Boulder County



In conjunction with community partners, the county provides both long- and short-term housing supports to Boulder County residents. Because housing stability is inextricably linked to other important areas of well-being, BCDHHS also provides a full-range of wrap-around, stabilizing services, with the goal of creating a community that is self-sufficient, sustainable and resilient.

BCDHHS owns and manages 611 units of affordable rental housing throughout Boulder County and continues to work to create more through affordable housing developments, including the following recent activity:

- Josephine Commons in Lafayette (74 units of senior housing);
- Aspinwall at Josephine Commons (72 units of family housing);
- In 2016, construction will begin on Kestrel in Louisville (190 units of family and senior housing);
- 10 acres of undeveloped land purchased in Gunbarrel, which is being assessed for potential development of between 60 and 120 units of affordable housing. For this project, the county will continue to coordinate closely with Boulder Housing Partners on the future of this property.

BCDHHS also oversees the Tenant-Based Rental Assistance program, which provides housing assistance and wrap-around case management for families at risk of homelessness in the Boulder Valley and St. Vrain School Districts. Since the program’s inception, BCDHHS and school district partners have helped provide housing for 184 children and their families, investing \$1.3 million.

The Housing Stabilization Program (HSP) provides short-term rental assistance and case management supports for families and individuals to help them get back on their feet. The HSP has helped nearly 2,000 households with an average of \$5,688 in assistance over seven months and has worked with nearly 200 families in Boulder, providing nearly \$1 million in rental assistance in addition to intensive case management supports.

Community Funding

Prior council feedback, identification of best practice for human services, and research and trend information have provided the context for next steps in refining focus areas for community funding. From this prior work, seven key issue areas and three key principles emerged. The issue areas identify the highest priority program areas, populations or issues. Seven issue areas were previously reported on and can be found in the [May 13, 2014 Study Session](#). Chart 1 below summarizes those issue areas.

Chart 5. Key Issue Areas



These key seven issue areas form the basis for refining community priorities and focus for city services and funding.

Key Principles

Three key principles for effective funding that emerged from the HS Strategy planning process are:



1. System integration – The focus is on a client-centric approach, no-wrong door approach to access services, rather than a focus on what a program provides. A program-centric approach focuses on services as stand-alone programs, rather than an integrated system of services. This principle emphasizes a seamless system that is more efficient and effective for both service delivery agencies and clients.
2. Upstream investment – Rather than spend limited resources to address many difficult social issues, upstream investments target factors that lead to those problems and intervene early, with outcome-based programs and policies that lead to the reduction of problems before they become more critical and expensive to address. For example, investments in early childhood and family supports help children start school ready to learn, thereby achieving better long-term outcomes for children, such as graduation rates, reduced interface with the criminal justice system, and higher lifelong earnings. Funding for upstream and safety net services are not mutually exclusive. Both fit on a continuum with the end goal of achieving stability. Ideally, over time, with additional upstream investment, fewer and fewer fall into crisis and need repeated high-cost assistance. Other examples of upstream investments include Housing First for chronic homelessness, prevention screenings and early interventions in dental and health care issues, and homelessness prevention for at-risk families.
3. Data-driven outcomes –Developing the right, meaningful data-driven outcomes requires the city and funding partners to evaluate programs based on the experience of clients, and ask, how are clients and the community better off as a result, rather than how many units of services are provided.

Current Human Services Department Budget Allocations

To explore how these issue areas and key principles will inform policy decisions, budget examples can be used. Chart 1 below shows the Human Services Department 2015 budget by the key issue areas identified. This includes direct services and programs the department provides to the community, community funding, and planning and administration. Department administration costs have been allocated across the programs proportionally based on staffing. Department planning and Human Services Fund administration have been

allocated equally across all issue areas. The total amount shown below, \$6,978,264, is the Human Services 2015 approved department budget.

Chart 6: 2015 Human Services Budget by Issue Area

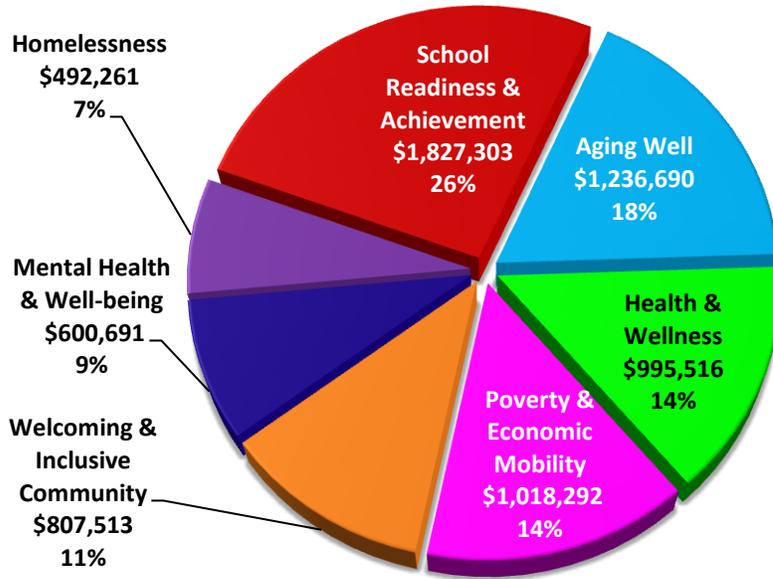
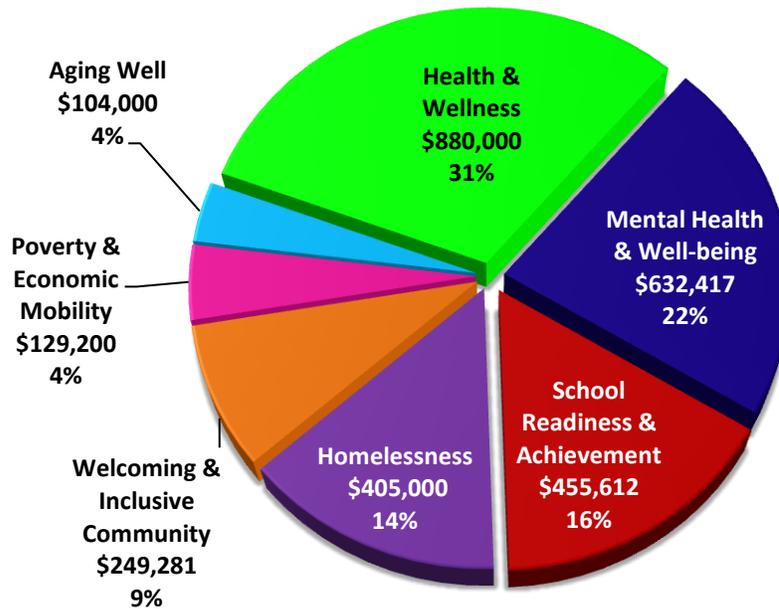


Chart 7 below illustrates funding allocated to community nonprofits and organizations based on issue area. The chart comparisons highlight the shift in resources based on funding versus direct services and planning.

Chart 7: 2015 Community Funding by Issue Area



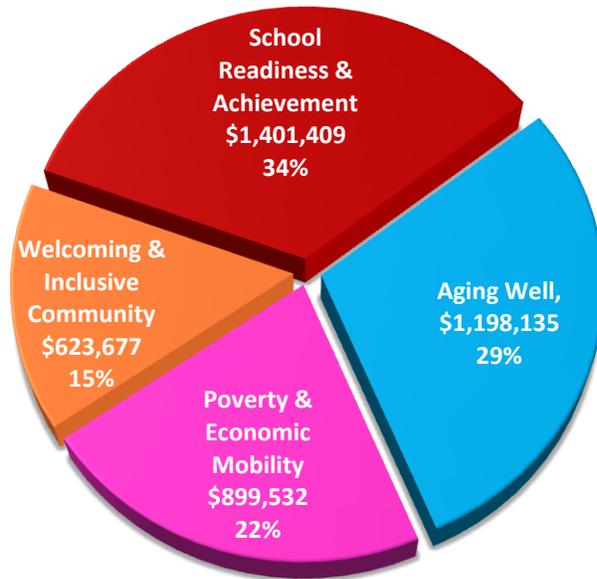
The total amount of community funding is \$2,855,466 or 41 percent of the total Human Services department budget and includes: Human Services Fund (\$2,056,188), Youth Opportunity Fund (\$160,874), Human Relations Commission funding (\$31,031), Mental Health Partners contracts for Family Resources School and Prevention and Intervention Programs (\$267,373), Recreational Marijuana Public Outreach and Education Program (\$250,000 in 2015 budget; program to be approved by city council in fourth quarter, 2015), Meals on Wheels (\$75,000) and Harvest Bucks program (\$15,000).

Charts 8 and 9 below show investments by the city for direct services it provides.

Chart 8: 2015 Human Services Budget, Excluding Community Funding

School Readiness & Achievement	1,401,409
Aging Well	1,198,135
Poverty & Economic Mobility	899,532
Welcoming & Inclusive Community	623,677
Total - Direct Services	4,122,753

Chart 9: 2015 Human Services Budget, Excluding Community Funding



The differences between department-wide resource allocations and investments in community funding illustrate the complementary nature of the city’s current approach to meeting human service needs. For example, the city operates two senior centers and provides significant direct services through the centers; therefore, the amount of community funding is lower than in other areas. The city does not provide health care services directly, but provides funding to health care providers for these services.

Investments may also be analyzed by whether the dollars support upstream investment or crisis and safety net interventions. Upstream intervention includes prevention and early intervention activities. Chart 6 below represents total Human Services resource allocation by

upstream and safety net services. Chart 7 represents allocations just for the Human Services Fund, the primary community funding mechanism.

Chart 10: 2015 Human Services Budget by Upstream Investment and Safety Net¹

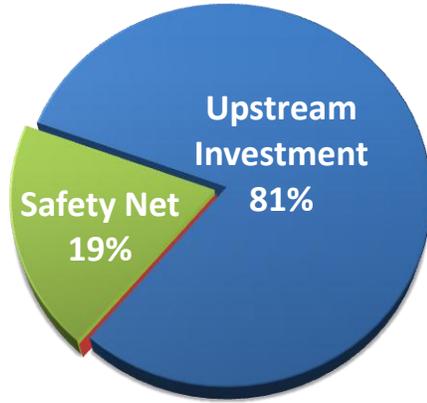
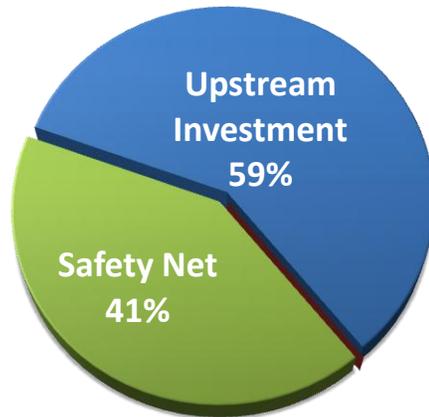


Chart 11: 2015 Human Services Fund Allocations by Upstream Investment and Safety Net



The charts reveal that significant total budget resources are allocated to upstream investments, with less allocated in the Human Services Fund. Recommendations regarding the extent, to which resources are allocated to upstream investments or to safety net and in what key program areas, will be informed by the community engagement process currently underway.

2016 Human Services Fund

The 2016 Human Services Fund (HSF) application review process is currently underway. Although any major changes to HSF will be developed after the current public engagement process has concluded, some administrative changes have already been integrated into the fund round process.

¹ Department planning and administration resources were distributed evenly between the two areas.

The points system for evaluating proposals has been designed to be consistent with the key principles identified and weighted for those factors (evidence-based practices, program evaluation, outcomes and community collaboration/leveraging). This points system was used to rank proposals in each impact area, with other relevant factors such as diversity of funding and availability of similar services in the community also taken into consideration.

Administrative Options for 2017 Fund Round and Beyond

In an effort to support community partners in their pursuit of city goals and priorities, staff is considering additional administrative options for the 2017 and beyond fund rounds. These include:

- Set aside funding for collaborative proposals to support integrated, coordinated services;
- Support operating expenses that lead to system improvement;
- Multi-year funding cycles of at least three years to focus on longer-term results and reduce administrative burdens;
- Fund technical assistance to help agencies pursue the key principles identified;
- Establish an “innovation fund” to support creative and innovative programs addressing city goals and priorities.

Policy Options for 2017 Fund Round and Beyond

Staff are developing potential options in determining funding policy community funding based on two tiers of consideration.

1. The extent to which funding proposals meet established priority programs identified in the key issue areas; and
2. The extent to which program proposals meet key principles (System Integration, Upstream Investment, Data-Driven Outcomes).

Tier 1 - Issue Areas. The city would first consider whether a proposal addresses priority city programs. The community engagement process will further define priorities identified in the seven issue areas. Possible scenarios include:

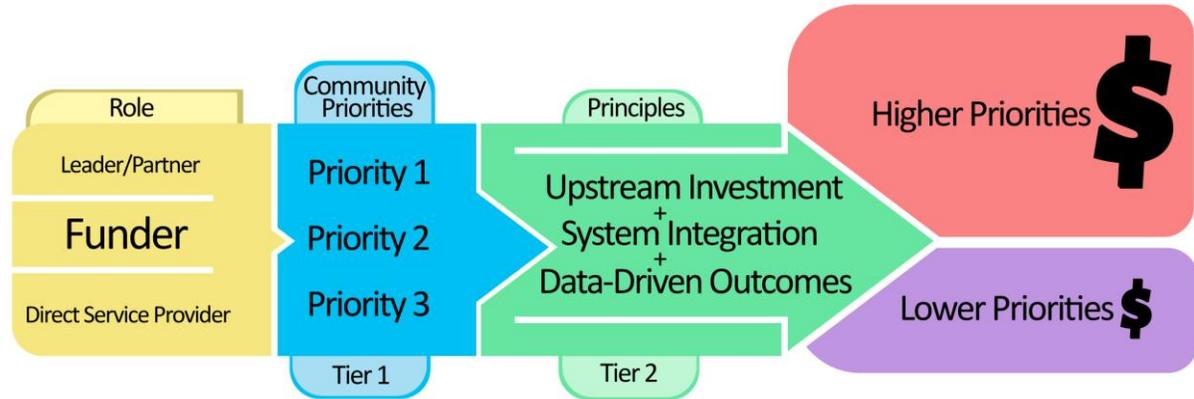
- A few issue areas rise to the top for the community and the city wants to prioritize them for funding;
- The community views all issue areas as having a relatively equal degree of importance and specific focus areas emerge within all seven; or
- Issue areas need to be adjusted in scope or focus to address community priorities.

Tier 2 - Key Principles. After determining the extent to which a program proposal meets established priorities, it would be evaluated to determine the extent to which it meets the three key principles. Requests with the highest alignment in priority program areas and key principle criteria will be given priority consideration for funding. Under a tiered approach, a higher percentage (or all) of community funding would be reserved for projects that meet the city’s highest priorities.

Other considerations will be timing of changes to funding policies, such as phasing in changes over one or two funding cycles and providing technical assistance and support to implement changes required.

With the majority of funding focused on the highest city priorities, the remainder of available funding could be reserved for other project requests not meeting the highest priorities, but providing a vital service to the community or important community needs that arise outside of the funding cycle.

Figure 1: Funding Process Example



Example 1

Public engagement could identify any number of combinations of priority issue areas that could direct more focused funding. Programs and services that address top issue areas and that demonstrate strong nexus with the three key principles would score highest and would be eligible for priority dollars for these projects. The following illustrations provide two examples of funding scenarios.

For a baseline reference, Chart 8 identifies the current 2015 Human Services Fund allocations by issue area.

Chart 12: 2015 Human Services Fund Allocations by Issue Area

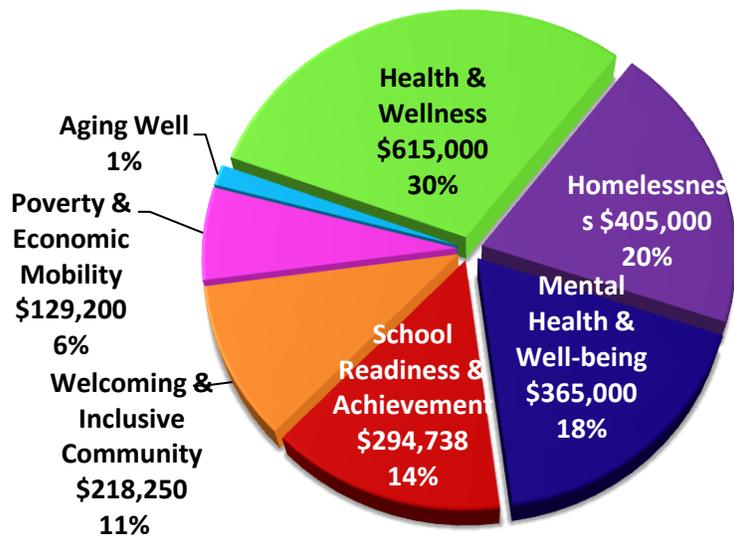
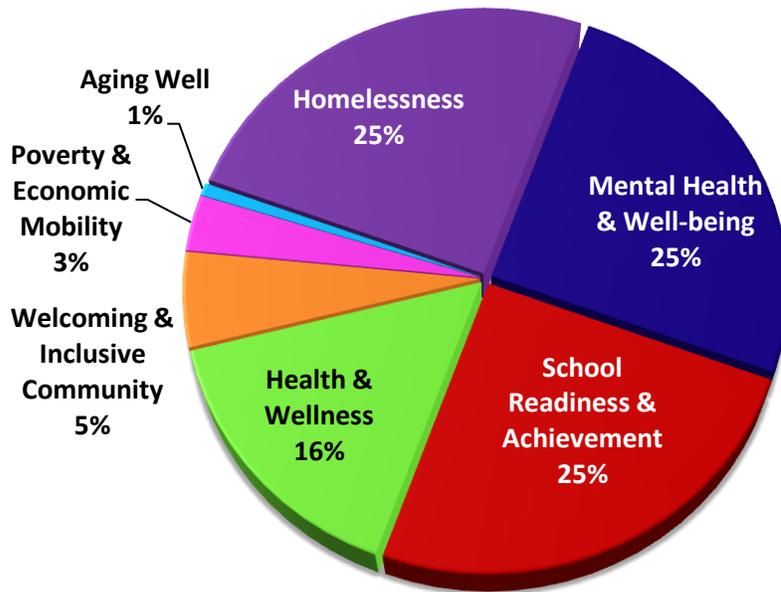


Chart 13 below is an example of how funding might shift for or example, if highest priority focus areas were narrowed to three - Homelessness, Mental Health and Well-being, and School Readiness and Achievement. The example goal is 75% of funding allocated to top three priority areas. The remaining 25% is allocated among the remaining three issue areas.

Chart 13: New HSF Awards – Example 1

	2015 Awards	Change based on example 1	New Award
Homelessness	405,000	109,047	514,047
Mental Health & Well-being	365,000	149,047	514,047
School Readiness & Achievement	294,738	219,309	514,047
Health and Wellness	615,000	(296,135)	318,865
Welcoming & Inclusive Community	218,250	(105,092)	113,158
Poverty & Economic Mobility	129,200	(62,212)	66,988
Aging Well	29,000	(13,964)	15,036

Chart 14: New HSF Awards – Example 1



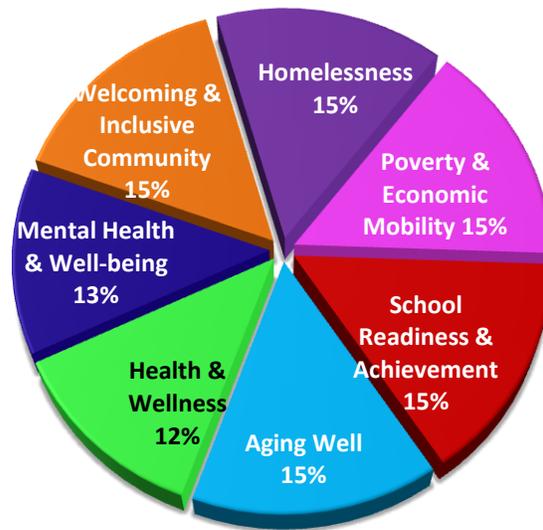
Example 2

The second example of how funding might shift if there were five top priority areas and they were Welcoming and Inclusive Community, Homelessness, Poverty and Economic Mobility, School Readiness and Aging. Using the same 75 percent of funding reserved for these priorities, the shift in allocation is illustrated in Charts 15 and 16 below:

Chart 15: New HSF Awards - Example 2

	Current Award	Adjustment	New Award
Welcoming & Inclusive Community	218,250	90,178	308,428
Homeless Services	405,000	(96,572)	308,428
Poverty Reduction	129,200	179,228	308,428
School Readiness & Educational Achievement	294,738	13,690	308,428
Aging Well	29,000	279,428	308,428
Health and Wellness	615,000	(357,977)	257,024
Mental Health & Well-being	365,000	(107,977)	257,024

Chart 16: New HSF Awards – Example 2



The preceding two examples are not the only options, but provide illustrations of two different scenarios. The community engagement process could identify two, five, or all seven issue areas as priorities, with specific focus identified within each issue area as a priority and would meet the goal of more focused community investments. In addition, the percentage of funding allocated to the priority areas could vary.

Potential Benefits and Tradeoffs

Funding policy options above include different benefits and tradeoffs.

- Tiered funding options would likely result in a more “narrow and deep” approach as suggested by council.

- As demonstrated in Chart 3: Community Funding by Issue Area (p. 17), some issue areas currently comprise much larger percentages of funding than others. For example, the two issue areas related to health represent nearly half of current HSF funds awarded. If priorities shift, these funding percentages would also shift.
- Increased emphasis on effective funding principles is more likely to result in measurable outcomes and demonstrated service integration benefitting residents. However, programs best able to implement these principles may be larger organizations with more developed infrastructure, and smaller organizations being less able to meet requirements. Technical assistance supported by the city and other funders will be needed to address this challenge so important priority services continue.
- During the first stakeholder engagement meeting with the Human Services Alliance (HSA) in September 2015, concerns were expressed about the issue areas and funding principles. Specifically, HSA shared the following feedback regarding the funding principles:
 - Prevention – need to clearly define the concepts of prevention and safety net services and how outcomes will be measured over the long period of time necessary to evaluate the success of upstream investment. The city needs to consider that supporting safety net services can be a preventative activity that prevents future crisis. Longer time horizons for measuring success of upstream investments will be considered as data-driven outcomes are reviewed and technical support provided.
 - Data-driven outcomes – acknowledge the need to avoid pitfalls of universal measures which do not capture the uniqueness of outcomes and services provided by agencies. Local agencies achieve a wide variety of outcomes not always easily captured by a given set of common measures. The HSA recommends that the city consider making necessary investments in community infrastructure and operations to support data measurement. The city is developing an option for offering technical assistance and capacity-building in the 2017 fund round and beyond with other funding partners.
 - System integration – acknowledge that collaboration is sometimes stifled by funding competition. HSA recommends that the city consider ways to encourage collaboration among agencies. Staff will evaluate options for encouraging collaboration and innovation in the 2017 fund round and beyond.

The community engagement process will also inform other potential options for prioritizing and allocating funding.

V. NEXT STEPS

- Community engagement process – fourth quarter 2015, first quarter 2016
- Community funding options and service delivery models – first quarter, 2016
- Draft Strategy – first quarter, 2016
- Strategy adoption – second quarter, 2016

VI. ATTACHMENTS

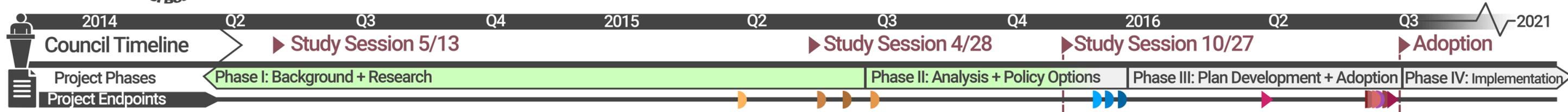
Attachment A: Human Services Strategy Timeline

Attachment B: Community Engagement Timeline



Human Services

HS Strategy Project Timeline



Phase Timelines

Phase I Background + Research

- Frameworks: Collective Impact + Pathways
- Guiding Documents: Sustainability Framework, BVCP, Resiliency Strategy, Ten-Year Plan, Age Well
- Human Services Trends + Emerging Issues
- Peer Cities Review

Phase II Analysis + Policy Options

- Direct Services
- Community Funding Options
- Partnerships + Leadership

Community Engagement

Resident + Stakeholder Meetings, Focus Groups, Boards + Commissions, Surveys for Residents + Public

Phase III Plan Development + Adoption

- Metrics + Community Indicators
- Capital Improvement Program
- Funding + Budget
- Organizational Strategy
- Code Revisions

Strategy Document Draft Strategy Document Final Document

Phase IV Implementation

Data Collection/Evaluation

Plan Coordination

Boulder Valley Comp Plan

10/15 Survey

2/16 Charette

6/16 Open House

Homelessness Strategy

4/15 IP

9/15 IP

10/15 Study Session

6/16 Adoption

Resilient Cities Data Project - 10/15

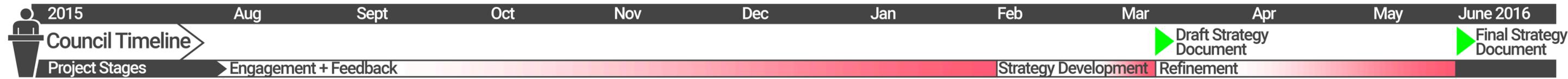
Civic Area Plan

10/15 WSC Facilities Assessment

11/15 Book-ends Flood Assessment



Human Services Community Engagement Timeline



Key: Facilitator
 ◀ City of Boulder Staff
 ◀ BBC Consulting

Resident Meetings

◀ Residents + Public ▶ Residents + Public

Focus Groups + Stakeholder Meetings

- ◀ Nonprofit Community
 - ◀ Older Adults ▶ Older Adults
 - ◀ Pre-K + K-12 Education Partners + BVSD
 - ◀ Low-income /Homeless Families + Boulder Housing Partners Residents
 - ◀ Community Groups ▶ Faith
 - ◀ Mental Health + Health Agencies
 - ◀ Business: Downtown Boulder, Inc + Chamber of Commerce
 - ◀ Homeless Adults + Youth
 - ◀ Latino + Spanish-speaking, Hmong, + Immigrant Community
 - ◀ City Depts: Police, Fire, Transportation, Parks and Rec, Library, Housing, Muni Court, Community Vitality
 - ◀ Boulder Homeless Planning Group ▶ Ten-Year Plan Board
 - ◀ Youth ▶ Higher Ed: CU + Naropa
 - ◀ Funding Partners + Stakeholders: Boulder County, Community Foundation, United Way, City of Longmont
- Housing + Human Services, Community Services, Public Health, Area Agency on Aging

Boards & Commissions

- ◀ Senior Community Advisory Committee
- ◀ Senior Community Advisory Committee
- ◀ Youth Opportunity Advisory Board
- ◀ Human Relations Commission
- ◀ Family Resource Schools Advisory Committee
- ▶ Library
- ▶ Senior Community Advisory Committee
- ▶ Parks and Rec Advisory Board
- ▶ Open Space + Mountain Parks Advisory Board
- ▶ Youth Opportunity Advisory Board
- ▶ Human Relations Commission
- ▶ Immigrant Advisory Committee
- ▶ Planning Board
- ▶ Human Services Fund Advisory Committee
- ▶ Family Resource Schools Advisory Committee

Surveys for Residents + Public

- ◀ Phone
- ◀ Online
- ◀ Paper
- ◀ Online
- ◀ Online

MEMORANDUM

TO: Members of City Council

FROM: Jane S. Brautigam, City Manager
Karen Rahn, Human Services Director
Wendy Schwartz, Human Services Planning Manager
Lindsay Parsons, Human Services Planner

DATE: Oct. 27, 2015

SUBJECT: Homelessness: Update on Public Engagement Process, Initiatives and 2015-16 Sheltering Season

I. EXECUTIVE SUMMARY

The purpose of this study session is to provide an update on the Homelessness Strategy, including updates on the public engagement process, homeless initiatives, the 2015-16 winter sheltering season and homeless services criteria. Previous information on homelessness can be found in past [Council Agenda Items and Information Packets on homelessness](#).

The Homelessness Strategy is a city-specific homelessness plan to complement the [Boulder County Ten-Year Plan to Address Homelessness](#) (Ten-Year Plan). A draft Homelessness Strategy Framework (Framework) has been developed based on best practices, local issues and needs, public feedback to date and council input. The Homeless Action Plan (HAP) identifies specific strategies for implementation. The city and community partners have been identifying and implementing strategies in the HAP as opportunities arise.

In addition, the Boulder Homeless Services Collaborative (BHSC), the key adult homeless services providers, has made progress in designing and proposing improvements to the local homeless services system, which are supported by the city and Boulder County, and consistent with identified city goals. Staff have also reviewed criteria for homeless services in the city and recommend ongoing support of the criteria currently in place at this time.

Public engagement on the Strategy and HAP strategies is underway, with outreach expanding during the fourth quarter of 2015. BBC Research and Consulting (BBC) has been engaged to assist in launching a robust public process for both the Human Services and Homelessness Strategies, including a community survey and a variety of online and in-person opportunities. Staff will return to council with an update on the community engagement results in early 2016, with council adoption of the plan scheduled for second quarter 2016.

II. QUESTIONS FOR COUNCIL

1. Does council have feedback on the public engagement process?
2. Does council have any feedback about ongoing or planned HAP initiatives?
3. Does council have feedback on criteria for homeless services?

III. BACKGROUND

Homelessness Strategy and Action Plan

In 2010, the City of Boulder was one of several local governments and community partners in Boulder County to adopt the [Ten-Year Plan to Address Homelessness](#). Despite progress on Ten-Year Plan goals, homelessness remains a significant community concern with a need for targeted, innovative city and regional solutions. Critical needs in the area of housing, mental health and substance use treatment, employment skills training, and individual and family supports continue to be pressing demands. To address this need, in 2014 city staff, in consultation with local stakeholders, began creating a city-specific homelessness plan to complement the Ten-Year Plan.

A draft City of Boulder [Homelessness Strategy Framework \(Framework\)](#) was introduced in the [April 7, 2015 Information Packet](#). The Framework identified a vision statement, guiding principles and goals to formalize and clarify the goals and role of the city in addressing homelessness. Council provided feedback on the Framework and Homelessness Strategy development process at the [April 28, 2015 Human Services Strategy Study Session](#).

The Homeless Action Plan (HAP) contains specific strategies and initiatives to implement the Strategy. HAP is proposed as a nimble, flexible action plan that is a living document and can be updated as needs and opportunities arise. The city and community partners have been initiating and advancing strategies identified in the HAP (**Attachment A: Homelessness Strategy Timeline**).

The process of stakeholder engagement on the Strategy and HAP is ongoing and will expand through the fall of 2015. Early stakeholder meetings completed to date include:

- Boulder Homelessness Planning Group (BHPG), June 4, 2015 – Feedback from this group strongly supported action items focused on supporting development of additional housing and access to housing (Strategy 2 in the Framework).
- Youth Opportunities Advisory Board (YOAB), Oct. 2, 2015 – Key themes in feedback from this group included a need to focus on employment for homeless individuals and attention to youth homelessness and safety.

Broader public input on the Homelessness Strategy will take place as part of the Human Services Strategy engagement process. BBC Research and Consulting has been engaged to assist in the development and implementation of a public outreach process for both the Human Services and Homelessness Strategies. A variety of in-person and online opportunities for public feedback will occur in late 2015 and early 2016 (**Attachment B: Community Engagement Timeline**). Staff will return to council in early 2016 with completed community engagement results.

Homeless Action Plan Accomplishments

As development continues on the Strategy, progress is being made on key action plan initiatives in the five strategy areas.

Strategy 1 – Strengthen Regional Partnerships

1. Consortium of Cities Permanent Supportive Housing (PSH) Study – The Ten-Year Plan Board proposed a countywide PSH study to assess needs and gaps in housing acquisition

and develop recommendations for PSH, for consideration by the members of the consortium.

All members of the consortium committed funding to the study, with funding amounts based on community population. On April 21, 2015, council authorized the city manager to allocate up to \$20,000 to fund the city's portion of the study cost. The city is a member of the Ten-Year Plan Board and is partnering with the county on coordinating this study. An RFP for consultant services to conduct the study was released, with five responses received by the Oct. 5, 2015 deadline. A Consortium of Cities selection committee is scheduled to select the consultant in late October, with work beginning early November and completing by early 2016.

2. Regional Coordinated Entry System (formerly 25 Cities Initiative Pilot) – In the first year of this pilot project, at least 36 of the most vulnerable homeless people in Boulder County (25 from the City of Boulder) have been matched with housing resources from a centralized Metro Denver Regional housing list, and 384 have been assessed and entered onto the list for upcoming resources. Boulder County has submitted approximately 13 percent of the regional clients and received approximately 20 percent of the regional housing resources (vouchers and units) in the pilot. Although Boulder County people matched with housing resources have primarily been placed in housing within the county, at least four have moved into housing in Denver. Some voucher recipients continue to look for housing in the tight local rental market.
3. The Boulder/Broomfield Regional HOME Consortium – the Consortium represents all incorporated and unincorporated areas of Boulder and Broomfield Counties. The Consortium is comprised of 12 local governments with the City of Boulder serving as the lead agency. It was created in 2006 to request and distribute federal funds on a cooperative regional basis from the U.S. Department of Housing and Urban Development (HUD). In 2015, the Consortium will receive approximately \$1.5 million in various HUD grant program funds to be used for development, acquisition of, and investment in affordable housing and community development. The mechanism for determining the need and allocation of these funds is known as a Consolidated Plan. The Plan incorporates a 5-year strategic plan for addressing the housing-related and community needs of the area and defines priorities, objectives and five-year goals for federal funding received by Boulder through HUD. The highest need identified in the 2015-19 Plan is the lack of affordable housing in the City of Boulder, making increasing the amount and affordability of rental housing for the Consortium's lowest income renters a high priority. Other goals include reducing homelessness within the Consortium's geographic area and increasing the economic empowerment of residents to secure a stable income.

Strategy 2 – Innovative Solutions to Increase Housing Options

1. Ready To Work Housing - In Aug. 2015, Bridge House opened the Ready to Work (RTW) House and Employment Center at 4747 Table Mesa Drive as transitional housing for homeless men and women. RTW House combines work, housing and support in one operation. All residents are working a minimum of 20 hours per week in a Bridge House social enterprise – Community Table Kitchen or the RTW outdoor crew - as part of residence. Residents participate in case management and have onsite access to groups, medical care, vocational training and computer education. RTW House offers housing for up to 48 individuals transitioning back to mainstream jobs and housing.

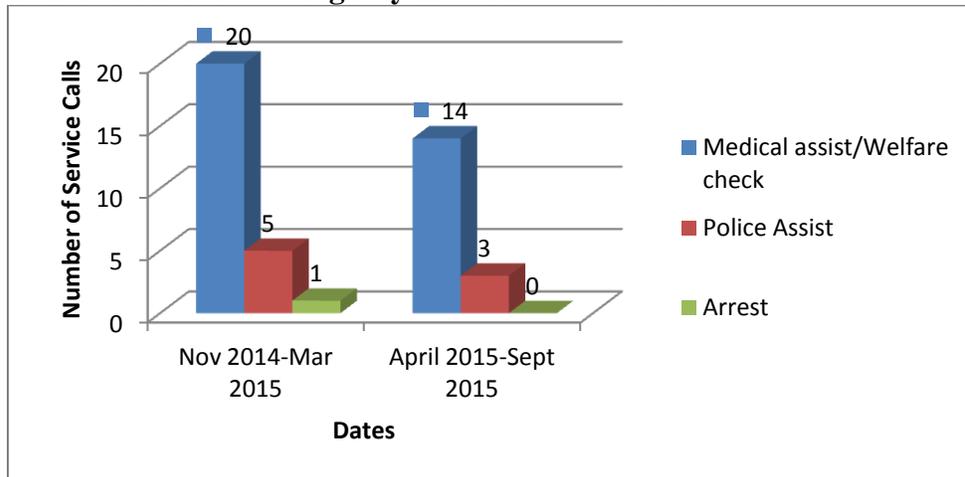
Prior to the addition of housing to the program, RTW had 16 paid positions and has graduated over 50 people into employment and housing since inception. The lack of housing was a major barrier to retention of trainees and the stability of graduates. With the new RTW House, Bridge House expects to significantly improve rates of retention and graduation. Given that RTW is a one-year program, graduate outcomes will not be available until 2016.

The city Housing Division contributed \$1.2 million in capital funding to the RTW House and provided \$50,000 in operating support for Bridge House employment services in 2015.

2. Regional Landlord Recruitment Campaign – The Denver Metro Mayor’s Caucus (MMC) is partnering with the Metro Denver Homeless Initiative ([MDHI](#)) on a regional landlord recruitment campaign to increase the number of units available to homeless people with housing vouchers. To date, 55 landlords throughout the seven-county region have committed to contribute units to the campaign, including one large property management company with units in Boulder. The city committed \$2,500 to this regional effort, which has now raised over \$50,000 from MMC and regional cities to support participating landlords.
3. Planning and Land Use – In 2015, The Ten-Year Plan Board convened a countywide planners group, coordinated by the Longmont Planning Director to identify and assess barriers and opportunities for the development of housing for the homeless. Work with this group is just getting underway.
4. Boulder County Worthy Cause Funds – In spring 2015, Boulder County released an RFP for Worthy Cause pool funds to expand permanent supportive housing in the county. One million dollars was set aside for a project in Louisville. This project will be comprised of affordable options for seniors, families and individuals, including 20 units of permanent supportive housing for homeless families (15 units) and individuals (5 units).
5. 1175 Lee Hill Update – In Nov. 2014, 31 residents moved into the permanent supportive housing apartments. The City supported this project with capital and operating funding. Results to date include:
 - Nine people on the Municipal Court “high utilizer” list were placed in the 1175 Lee Hill apartments and eight remain housed;
 - The retention rate for 1175 Lee Hill for the first 31 clients is 75 percent. Of the seven original residents no longer housed there, one person is now deceased, one went on to a mental health facility and the remaining five either chose to leave or were asked to leave. Attrition in a new program is expected to be higher than in more established programs; and
 - The Lee Hill Advisory Group has had three quarterly meetings. To date, the advisory group’s work has been to review the Good Neighbor Statement of Operations and discuss updates to the document.

Boulder Shelter for the Homeless (BSH) reports there have been no complaint calls to law enforcement from the surrounding neighborhood regarding Lee Hill. Calls to the police and emergency services from the building were highest during the first few months after the opening and have since dropped significantly, with far fewer calls during the most recent six months than the first four.

Chart 1: Calls for Emergency Services – 1175 Lee Hill



The first annual report for 1175 Lee Hill is expected to be released by December 2015 and will include an assessment of client progress on the Self-Sufficiency Matrix (SSM), a case management tool used by Boulder County and other regional partners.

1175 Lee Hill Opened to First 31 Occupants

- November 2014
- 1175
- Approximately \$2 million from the City of Boulder
- Housed approximately 10% of chronically homeless adults countywide
- \$1000's in long-term savings expected in law enforcement, justice systems and medical costs

- Emergency Family Assistance Association (EFAA) has secured the financing needed to begin development of five units of permanently affordable transitional housing located in north Boulder serving homeless families or families at risk of homelessness. The five units will create 25 additional beds serving homeless families. Financial participation includes the City of Boulder, Boulder County Worthy Cause funds, the Colorado Department of Local Affairs and private donations. The project is expected to be complete in 2016.

Strategy 3 – Improve Local Service Integration, Coordination, Data Collection and Outcomes Reporting

- System improvement requirements for city funding – Homeless services system improvement goals include coordinated entry and common assessment and integrated data.

Coordinated entry and common assessment

Boulder Outreach for the Homeless (BOHO), BSH and Bridge House have started implementing elements of coordinated entry, including the regional centralized housing list and a common assessment tool, the Vulnerability Index and Service Prioritization Decision Assistance Tool (VI-SPDAT), for high-need clients, as part of the Regional Coordinated Entry System.

Integrated Data

Options under consideration for integrated data systems for adult homeless services include:

- Joining the regional rapid entry pilot utilizing the Homeless Management Information System (HMIS);
- Linking to the Boulder County client portal system currently under development; and
- Creating an interface between existing agency data systems and county data systems.

Evaluation of technical, financial and regulatory issues of each option is currently underway. Data plan recommendations are planned for the first quarter of 2016, with a final long-term plan by the second quarter 2016 and implementation in the second half of 2016.

2. High Utilizer Project – Human Services, Municipal Court, Bridge House, BSH and Mental Health Partners (MHP) recently launched the “High Utilizer Project.” The purpose of the project is to ensure homeless individuals that frequently interact with the justice system are fully integrated into targeted service and housing efforts for high-need chronically homeless people in Boulder to stop the cycle of criminal justice recidivism and emergency services utilization.



The High Utilizer Project group has developed a target list of 55 homeless individuals with the highest number of Municipal Court violations since 2009 and who are believed to remain in the Boulder area. As the first step in providing more targeted support, project partners are working together to locate people, conduct vulnerability assessments and enter them into the Regional Coordinated Entry System for supportive housing placement. In less than two months, 32 of the 55 people have been assessed and entered onto the regional housing list. Of the 55 individuals included on the current list, two are

now housed. An additional eight high utilizers are currently housed at 1175 Lee Hill, and only one has had police interaction since moving in.

3. Project EDGE – In mid-2014 the Boulder Police Department implemented the EDGE program (Early Diversion, Get Engaged), in partnership with Mental Health Partners (MHP). Mental health clinicians work out of the Police Department and respond to calls to provide direct intervention services to community members in need. Between third quarter 2014 and second quarter 2015 there were 451 EDGE encounters with 210 unique clients with the Boulder Police Department. Ninety-seven percent of clients were diverted from arrest or ticketing based on their interaction with the EDGE program. Forty-two percent of EDGE clients have had at least one face-to-face visit with a behavioral health provider (e.g. therapist, prescriber, peer support specialist or case manager) within 60 days of their most recent EDGE field encounter. EDGE clients engaged with MHP an average of eight times after diversion.
4. Emergency Family Assistance Association (EFAA) Strategic Plan – The EFAA Strategic Plan 2014-19 outlines a number of priorities that align with city goals of sustainable solutions and partnerships, including more intensive programs to move families to self-sufficiency. Self-sufficiency programs make up 10 percent of EFAA expenses. The goal is to increase this funding to 35 percent. The strategic priorities that emerged from the planning process include:
 - Basic needs - Client-centered, strength-based case management
 - Enhance safety net services;
 - Increase the number of families moving toward self-sufficiency; and
 - Focus resources on improving outcomes.
 - Housing
 - Offer a flexible continuum of housing options for homeless and at-risk of homelessness families with children.
 - Partnership
 - Expand and deepen partnerships that support client families on their path toward self-sufficiency.
 - Strategic education
 - Raise awareness of donors, policy makers, businesses and the general public on issues related to the causes of and solutions to poverty.
 - Communications
 - Build a sense of affinity and partnership through multi-channel communications.

Strategy 4 – Improve Community Education and Dialogue About Homelessness

1. Denver Foundation Public Will Building Campaign – The Denver Foundation is launching a messaging platform for its Homelessness Public Will Building Campaign on Nov. 5, 2015. As part of the Ten-Year Plan Board, we’ll be working with the Denver Foundation to leverage that campaign here in Boulder through training, technical assistance and evaluation around the regional messaging.
2. The city has expanded information on the city website and has released three Channel 8 segments related to homelessness with one more planned in 2015, including:
 - April – 1175 Lee Hill Housing First Project Update
 - October - Homelessness Strategy Update

Strategy 5 – Prevent Homelessness

The City of Boulder and Boulder County support and manage many ongoing programs to help low-income individuals and families avoid falling into homelessness. Examples of progress since the Ten-Year Plan was adopted in 2010 include:

- In 2014, the Boulder County Department of Housing and Human Services (BCDHHS) Housing Counseling Program completed 391 individual and family appointments, of which 106 were foreclosure prevention and another 69 were related to basic budget and credit issues. Over the last year and a half, 1700 individuals have attended group classes focused on financial stability, housing and employment.
- During 2014, the BCDHHS Housing Stabilization Program provided short-term rental assistance to 396 families (with 592 children) facing evictions or homelessness. Since 2011, the total number of families served is approaching 2,000.
- Fifty-eight Boulder County families received Family Unification Program (FUP) housing vouchers in 2014 to keep families together in safe and stable housing.
- The BCDHHS Short-Term Housing program served 11 families (with 24 children) from July 2014 through June 2015. The average length of assistance was five months.
- Fifty-three veterans are currently housed in Boulder County as a result of the HUD-Veterans Affairs Supportive Housing program for homeless veterans.
- At the end of June 2015, the BCDHHS Tenant-Based Rental Assistance (TBRA) program was providing housing vouchers to 24 formerly homeless households with school-aged children (62 children altogether). Twenty-five families have successfully graduated from the program since its inception in 2012.

Annually, over 2,000 people receive assistance with basic needs to prevent homelessness through City of Boulder Human Services Fund (HSF) funded agencies. In 2014 more than 2,800 people at-risk of homelessness received temporary assistance with rent, utilities or other expenses to prevent a costly slide into homelessness.

IV. ISSUES

Boulder Homeless Services Collaborative – Improvements for 2015-16 sheltering season

Bridge House, BSH and BOHO have formed the Boulder Homeless Services Collaborative (BHSC). BHSC’s mission is to improve the efficiency and effectiveness of inter-related programs of emergency and transitional services to adults.

The agencies within BHSC are taking steps to improve services available to homeless individuals in the community including:

- Bridge House has implemented a policy which requires a “welcome meeting,” with outreach case management to promote engagement beyond emergency services, within 14 days of a client seeking services;
- BSH opened an additional 20 “First Step” beds, which lead into the transitional housing program at BSH, for the summer season;
- BOHO has year-round overnight shelter programs, the “residents” and “women’s” shelters, for homeless residents with long-term needs and a record of good behavior; and

- BHSC agencies have completed initial data analysis to compare client overlap for service planning.

In addition, BHSC has proposed a new pilot model for expanded Resource Center and day shelter services.

Expanded Resource Center and day shelter access

Expanded Resource Center Access – The Bridge House Resource Center (RC) provides a “one-stop shop” approach to homeless services, bringing together services from community partners such as benefit sign up, mental health and employment. Currently the RC is available two days per week at First Presbyterian Church. Under this pilot, RC services will be available an additional three mornings per week at BSH. This pilot increases opportunities for service engagement through expanded hours, and maximizes existing space and client convenience by utilizing BSH.

Expanded Day Shelter – Currently day shelter in Boulder is limited to the Bridge House “Carriage House” location, which is very crowded and may result in the library and other public spaces becoming de facto day shelters. This pilot expands day shelter space available through rotating faith-based locations which can more appropriately accommodate those seeking shelter. It also expands day shelter availability from five to six days per week, including Saturdays. The rotating day shelter spaces will be staffed by BOHO.

The new day shelter model is envisioned as a gateway to engagement in longer-term services through the RC. All clients must agree to the code of conduct developed by the BHPG. Within 14 days of accessing day shelter services, clients participate in a welcome meeting. This solution expands appropriate day shelter services by using existing space available in the community without additional investment and process time in purchasing or building a fixed day shelter space.

Alignment of Pilot Services with City Goals

- Increased access to RC services increases opportunities for homeless individuals to move beyond emergency services to engagement in long-term, sustainable solutions.
- Co-location of Bridge House RC at BSH increases system integration and efficiency by combining services of two lead agencies and increasing convenience for the clients already onsite for overnight emergency sheltering.
- Increased access to appropriate day shelter space increases safety for people during inclement weather conditions.
- Increased access to appropriate day shelter space may reduce pressure on public spaces such as the library.
- Strategic linkage of day shelter space to RC and case management furthers the goal of increased service engagement for long-term, sustainable solutions.
- Linkage of day shelter clients to RC also increases opportunities for increased data and understanding of emergency services clients through case management information.

Funding

The city, Boulder County, the Community Foundation of Boulder County and the Denver Foundation, and private funders are funding the expanded RC and day shelter services as a pilot for the 2015-16 sheltering season. The city is supporting this pilot with \$100,000 for the

season, in addition to funding received by BHSC for ongoing day and night sheltering services through the HSF.

Metrics for measuring success of the pilot are currently in development, with a focus on community and client outcomes. After one year, the expanded RC and day shelter pilot will be evaluated for impact, with future funding and metrics based on outcomes and lessons learned.

Homeless Services Task Force

Previous Homelessness Strategy plans included a City of Boulder Homelessness Services Task Force to evaluate and make recommendations on changes to the emergency sheltering system. Given the progress of BHSC in designing, implementing and proposing service system improvements, this initiative is on hold until systems improvement efforts in progress can be evaluated. In the interim, additional community representatives from business and faith areas will be invited to join the existing BHPG, which includes city staff from several departments, homeless service providers, the city housing authority and a faith representative.

Criteria/Prioritization for Adult Homeless Services

Council requested that staff develop recommendations regarding whether to require service or prioritization criteria for adult homeless services supported by city funding. In analyzing this issue, staff considered:

- Service criteria and prioritization systems already in place for local homeless services;
- National recommendations and best practices; and
- Practices in other cities.

Criteria Currently in Place for Boulder Homeless Services Programs

While the most basic overnight shelter in the community is a low-barrier service, other homeless services in Boulder involve some form of criteria or prioritization. Examples are included in Chart 2 below.

Chart 2: Types of Criteria for Boulder Homeless Services

Criteria	Description
Engagement	To encourage engagement beyond emergency services, case management intake and service orientation is now required within 14 days for people seeking daytime shelter and meals. Other programs, such as transitional housing located at BSH, require clients work with a case manager.
Vulnerability	Consistent with national best practices and the regional coordinated entry system, a vulnerability assessment and vulnerability-based prioritization are part of the criteria for permanent supportive housing placement.
Residency	Local permanent supportive housing programs for adults require that clients have been homeless within Boulder County for at least one year.

BOHO’s year-round Residents and Women’s Shelters are for clients that have been homeless in the county for at least six months.

Behavior All services require that clients agree to behavioral standards. BOHO’s Residents and Women’s Shelters are reserved for clients with a record of good behavior.

A more detailed list of local homeless service criteria is included in (**Attachment C: Local Service Provider Criteria for Homeless Services**).

With the exception of some emergency services, it is unlikely that people from elsewhere would be able to access Boulder homeless programs before local residents. Staff at homeless services agencies evaluate and recommend clients for more resource-intensive programs (transitional housing, permanent housing, employment programs, etc.) based on their experience with the individual and his/her interest in and fit to program requirements and purpose. Local residents are generally better known to local service providers and have opportunities to enter programs if they are willing and able to meet program requirements.

National Recommendations/Best Practices

Opening Doors is the federal strategic plan on homelessness, developed and updated in 2015 by the United States Interagency Council on Homelessness, which includes several federal departments including HUD, Department of Health and Human Services, Department of Veterans Affairs, and the White House Office of Faith-Based and Neighborhood Partnerships. Opening Doors describes many characteristics of an effective homeless crisis response system including:

- Provides immediate access to shelter and crisis services without barriers to entry, as stable housing and supports are being secured; and
- The most intensive interventions are prioritized for those with the highest needs.

The National Alliance to End Homelessness (NAEH) is in the midst of creating recommendations for Crisis Response Systems. NAEH does not recommend using local residency as criteria for access to services.

Other Cities

Staff reviewed homeless service requirements in other cities including traditional Boulder peer cities, other low-vacancy college towns and other cities identified through internet searches. The cities reviewed are identified below in Chart 3.

Chart 3: Cities Included in Homeless Services Criteria Review

Peer Cities	Low-vacancy college towns	Other
Fort Collins, CO	Cambridge, MA	Denver, CO
Berkeley, CA	Milwaukee, WI	Portland, OR
Santa Cruz, CA	New Haven, CT	San Diego, CA
Madison, WI	San Jose, CA	Worcester, MA
Ann Arbor, MI	Santa Barbara, CA	Rochester, NY
		Santa Monica, CA

The majority of communities do not indicate service criteria set by the city, with most leaving decisions about who to serve to local homeless service providers. In most cities, service providers had implemented a range of criteria, particularly around long-term, resource-intensive services such as housing, similar to the mix of criteria in place in Boulder. While city funding tends to not have criteria attached, pass-through funding from HUD has some criteria around vulnerability and chronic homelessness for permanent supportive housing.

Some exceptions with residency-based criteria:

Santa Monica, CA requires city-funded resources to be focused on “priority populations” with a heavy emphasis on residency requirements. Priority populations were defined in the city’s Action Plan to Address Homelessness, implemented in 2008. Santa Monica’s homeless population, as measured by the Point In Time (PIT) homeless count, decreased between 2009-10 and has remained relatively stable since 2010. The relationship between the priority populations and the homeless population count is unknown, as Santa Monica has numerous homeless initiatives underway and PIT is not considered highly reliable.

Santa Barbara County prioritizes people for shelter services that can demonstrate residency of at least six months in the county. Santa Barbara County’s PIT homeless count has remained relatively stable since 2011, and in its 2015 PIT count, 54 percent of those surveyed reported living in Santa Barbara County before becoming homeless. This is very similar to the 53 percent of Boulder County PIT respondents that reported Boulder County as their last county of permanent residence.

Worcester, MA does not have city-imposed homeless services criteria. However, in 2013 the city’s homeless shelter was closed and replaced with a Triage and Assessment Center, a temporary shelter with rapid housing triage and placement. People that come to the center are assessed within 48 hours to determine housing needs. There is no limit to how long someone can stay at the Center, however most are placed in rapid re-housing (rental subsidy) or permanent supportive housing within 14 days. In the last three years, three people have stayed longer than 180 days. Individuals unable to demonstrate significant ties to Worcester County, but have ties elsewhere, are given a bus ticket back to their city of origin. Of those provided bus tickets to their cities of origin, about 80 percent are from locations within the state.

There is not yet a report or evaluation of the revised Worcester service model. Housing placement may be less difficult with a Worcester vacancy rate twice that of Boulder. However, the triage center reported being significantly over census on numerous nights last winter with severe weather and closing of a shelter in Boston.

Charts 4 and 5 below highlight residency and mobility of the local and regional homeless population in the metro Denver area from the PIT survey. While there are challenges with PIT methodology, the data provides a snapshot of Boulder County compared to other counties serving non-resident populations based on self-reported address of last permanent residence.

Chart 4: County of Last Permanent Residence – 2015 PIT

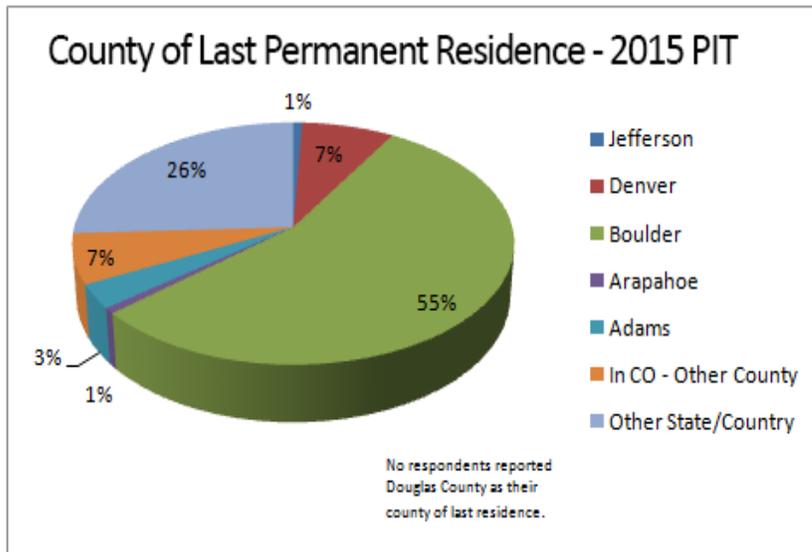
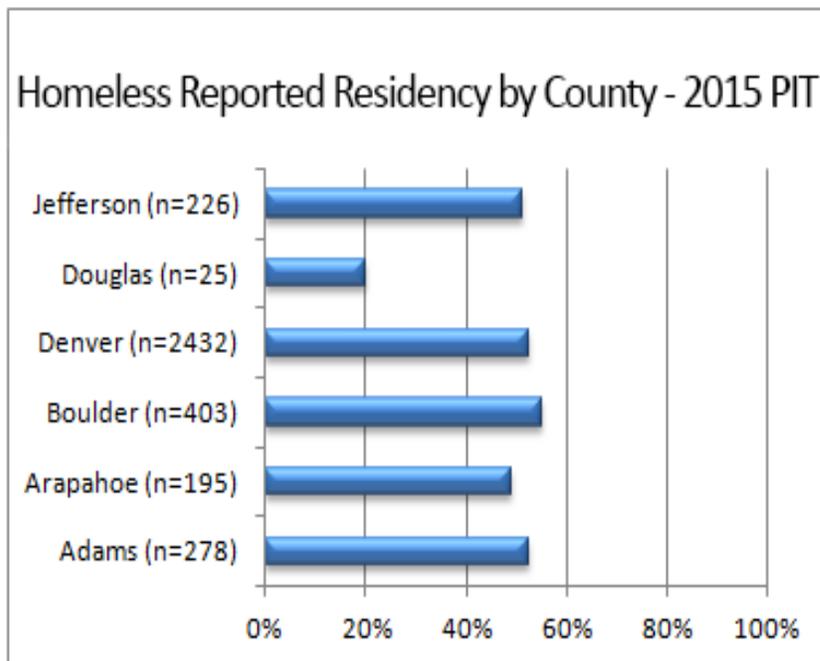


Chart 5: Homeless Reported Residency by County – 2015 PIT



Staff Recommendation on Homeless Services Criteria

After reviewing information available through research on homeless services criteria, staff recommends continuing to support criteria already in place in the community at this time.

Staff recommendations are based on research and local conditions as summarized below:

- National best practices do not include residency requirements, and leaders in the field recommend low-barrier entry for crisis services.
- Research found limited city/county programs with residency priorities for emergency services and evidence does not exist to link those priorities to a change in

homelessness. Two of the three cities identified with residency-based criteria are in Southern California, with different climate considerations.

- The homeless population is very mobile overall, with some Boulder residents seeking services in Denver or other places.
- Some people coming from other places may be fleeing violence or seeking employment and education opportunities.
- The current plan for integrated data implementation includes incorporating questions on where people are from and why they are in Boulder to better understand impact on services and community. This will inform future recommendations.
- Potential unintended consequences of increasing barriers to emergency services:
 - Some individuals may be unable to comply with requirements due to conditions including severe mental health or addiction issues;
 - More people may be pushed into streets;
 - Additional emergency overflow organizations may be created to address people outdoors; and
 - More people using public spaces as de facto day shelters.

Emerging Issues

In October 2015, a district court struck down Grand Junction’s panhandling ordinance and Boulder, Denver and other cities are adapting panhandling ordinances and enforcement to comply with the ruling. On Oct. 6, 2015 council adopted an ordinance amending the city’s aggressive begging ordinance and repealing the “begging in certain places” ordinance.

In August 2015, the United States Department of Justice (DOJ) filed a statement of interest in *Bell v. City of Boise et al*, a case being heard in the United States District Court in Idaho related to a Boise ordinance prohibiting camping and sleeping outside. The DOJ filing questioned the constitutionality of that ordinance under the Eighth Amendment.

At this time, this case does not directly affect the City of Boulder’s Camping or Lodging on Property without Consent Ordinance, last reviewed by council in April 2010. Council carried a motion on Ordinance No. 7719 on April 20, 2010 when the authority of the city manager to issue permits for camping on public property was removed. Under provisions in Chapter 2-2.5, the city manager is able to issue permits for camping on public property during civil emergencies and disasters.

The DOJ filing and the case have increased interest among members of the public about reviewing Boulder’s camping ordinance.

V. NEXT STEPS

- Community engagement process – fourth quarter 2015, first quarter 2016
- Council review of community engagement results and draft Homelessness Strategy – first quarter 2016
- Final adoption of Homelessness Strategy – second quarter 2016

VI. ATTACHMENTS

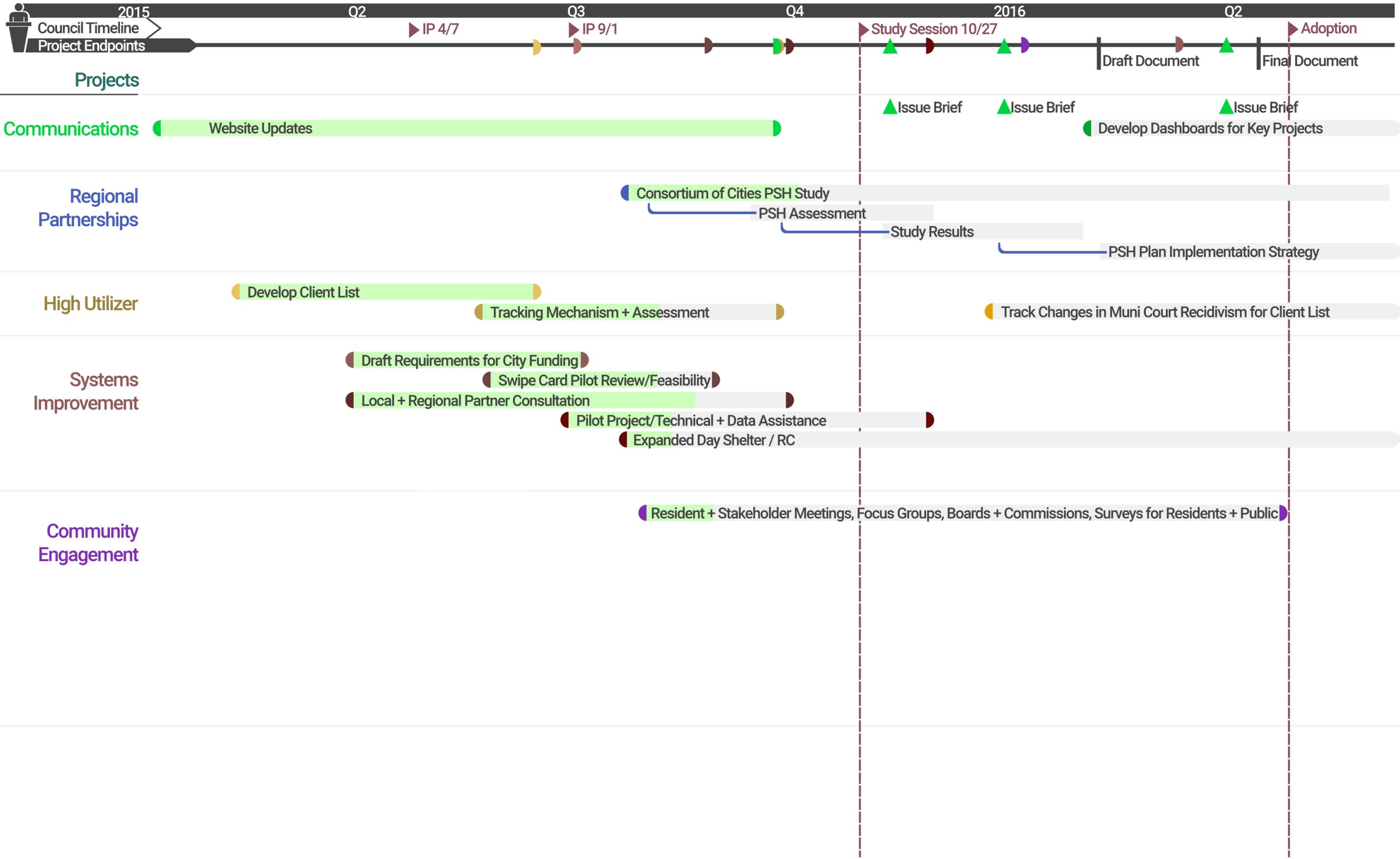
Attachment A: Homelessness Strategy Timeline

Attachment B: Community Engagement Timeline

Attachment C: Local Service Provider Criteria for Homeless Services



Human Services Homelessness Strategy Timeline



Provider – Program	Program Description	Number of Beds	Criteria	Length of Stay Limits
Boulder Shelter for the Homeless (BSH) – Transitions Program (Transitional Housing at BSH)	Transitional communal housing at the shelter to help clients become more stable and transition to safe, sustainable housing.	30	<ul style="list-style-type: none"> • Clean and sober • Pay a weekly program fee (income-dependant) • Abide by a budget and savings plan • Intake interview with case manager • Some form of income • Create an obtainable transition plan • Work with a case manager while in the program 	Up to 9 months stay Open year-round
BSH – First Steps (Transitional Housing at BSH)	This program leads into the BSH – Transitions program.	50	<ul style="list-style-type: none"> • Clean and sober • Intake interview with case manager • Some form of income 	When space is available in Transitions, clients move into that program
BSH – Summer Beds (Transitional Housing at BSH) (Pilot)	This program serves as short-term transitional housing for those moving into the First Steps program, and provides additional beds during summer.	20	<ul style="list-style-type: none"> • Clean and sober • Abide by shelter policies 	30 days to find a housing solution or move into First Steps
BSH – Emergency Shelter (Winter)	Winter sheltering services are available from Oct. 1 through April 30 for any adult in need. Includes dinner, breakfast, safe place to sleep, storage space, phone and mail service and shower and laundry facilities.	100	<ul style="list-style-type: none"> • Basic behavioral rules • TB test • Admission based on lottery 	90 days for the season
BSH – Transitional Housing	Provides housing and case management services for individuals and families for up to 2 years. The program has 12 condominiums in Boulder.	12 units	<ul style="list-style-type: none"> • Homeless or at imminent risk of becoming homeless • Some source of sustainable income • Ability to live independently • Have ability and resources to secure stabilized housing within 2 years • Must be referred by collaborating agency; referring agency provides case management services • Client pays rent and utilities; rent starts at \$225 a month and won't exceed 30% of household income 	2 years
BSH – Morning Services (at BSH)	Includes breakfast, showers, access to laundry facilities, mail and phones messages. Services are available from 6 – 8 a.m., 7 days a week, year-round.	N/A	N/A	N/A
BSH – Housing First (1175 Lee Hill and Scattered Site)	Provides clients with safe, permanent housing allowing them to become more stable and retain housing. This program provides permanent housing, with ongoing intensive case management.	31 (1175 Lee Hill) 22-27 (Scattered Site, Market Units, number varies)	<ul style="list-style-type: none"> • Chronically homeless (HUD definition): disability, homeless for a year or more or 4 times in the last 3 years • Clients come through 25 Cities metro-wide database for regional coordinated entry system • 1 year homelessness in Boulder County confirmed by Boulder County service provider 	Permanent

Boulder Outreach for Homeless Overflow (BOHO) – Emergency Warming Center (rotating faith locations)	Overnight winter shelter: blankets on congregation floors. Varying additional support (meals, etc.) from congregations.	160	<ul style="list-style-type: none"> • Guests who are not able to care for themselves or cooperate with behavior standards may be asked to leave. 	N/A
BOHO – Resident’s Shelter and Women’s Shelter (rotating faith locations)	Ongoing, year-round shelter for people close to “chronically homeless” definition and not able to find stable shelter.	65	<ul style="list-style-type: none"> • No record of violent behavior among providers in the community • Willing to abide by rules • Has identification of same quality required to get work, will also accept letter from case manager • Homeless in Boulder County for at least six months • <i>Piloting – Welcome Meeting Requirement (similar to Bridge House – within first 14 days)</i> 	N/A
Bridge House (BH) – Carriage House/Day Shelter/Community Table meal program	<p><i>Carriage House</i> – Houses day shelter and a portion of the Community Table, some services offered here, while many are held at the Resource Center.</p> <p><i>Day Shelter</i> – Located within the Carriage House, provided during the week.</p> <p><i>Community Table</i> – Breakfast and lunch at the Carriage House five days a week and dinners at local churches during the week.</p>	N/A	<ul style="list-style-type: none"> • Follow behavioral rules, sign Code of Conduct • Welcome Meeting Requirement – within first 14 days, includes case management intake and orientation with assessment 	N/A
BH – Ready to Work	20 hours/week paid transitional work in sanitation and landscaping or culinary arts social enterprise. Support services including case management, drug testing, life skills training, and financial management. Program works with Mental Health Partners and Addiction Recovery Center. Access to transitional housing for 1 year.	48	<ul style="list-style-type: none"> • Trainees selected based on application, intake and completion of 2 week unpaid internship • Capacity to work • Sobriety • Willingness to engage in case management • Background checks • Follow behavioral rules 	After 6 to 9 months working, trainees will seek full-time, mainstream employment. Residents will find permanent housing after 1 year.
BH – Resource Center	<p><i>Intake and Assessment</i> – Client meet with trained intake counselors who will coordinate initial referrals to RC partners.</p> <p><i>On-site Service Delivery</i> – Staff from partner organizations meet with clients to discuss their case and sign clients up for services.</p> <p><i>Classes and Groups</i> – job skills, money management, and other independence-building classes</p>	N/A	<ul style="list-style-type: none"> • Follow behavioral rules, sign Code of Conduct • Complete case management intake 	N/A